

Practical Skills for Leaders: Taking a Stand

Tools for Developing Your Professional Legacy



A TEL Interactive Television Course

**Sponsored by the NPS Supervision,
Management, and Leadership Program**

April 24, 2006

How To Interact with the Instructor

We encourage you to ask questions and share your comments with the instructor throughout this TELNPS course.

\

If you were physically in the classroom with the instructor, you would raise your hand to let her know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

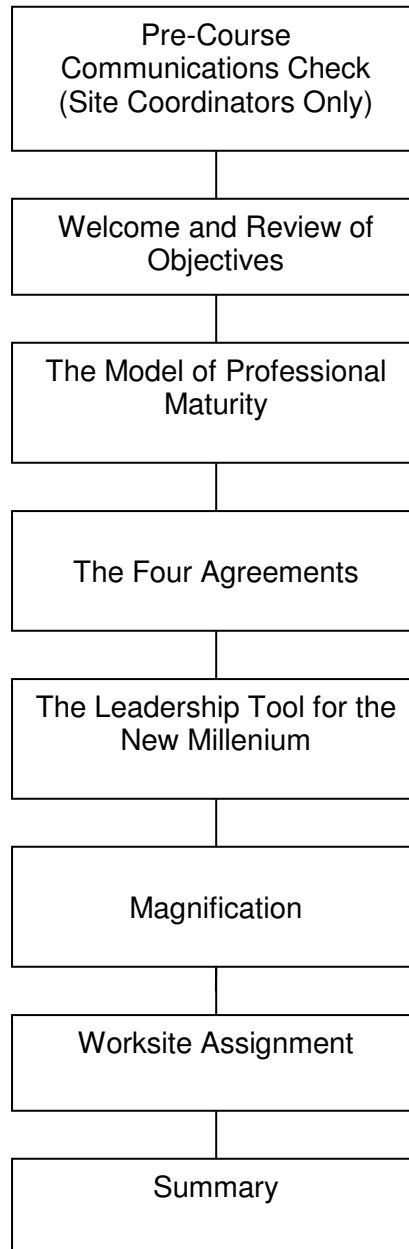
When you have a question, press the push to talk button and say,

“Excuse me [instructor’s first name], this is [your first name] at [your location]. I have a question (or I have a comment).”

Then release the push-to-talk button. This is important. **Until you release the button, you will not be able to hear the instructor.** The best distance from the microphone is 10-12 inches. If you get closer than this, the instructor will have difficulty in hearing you clearly.

The instructor will acknowledge you and then ask for your question or comment. Stating your name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

Tools for Developing Your Professional Legacy Course Map



Course Objectives

At the conclusion of this course, you should be able to:

1. Explore the principles of professionalism, honesty and integrity, and how their use impacts how you manage yourself and manage others.
2. Develop awareness of how to become “immune” to offensive comments, opinions, and reactions of others.
3. Identify specific ways to communicate professionally with others in order to prevent misunderstandings and conflict.
4. Identify communications that are professionally harmful to you as a manager.
5. Develop the primary skill to identify attitudinal blind spots in yourself that will help you to prevent and solve conflicts.

Model of Professional Maturity*

This model was developed over two years observing behaviors that worked within an organization of 140 nationalities. The Model of Professional Maturity will help you with the Fourth Agreement will help you to do your best.

Reactive Responses

Automatic, Trigger Level
Unplanned Response
Overly Emotional
Child/Parent
Responses
Win/Lose in Reality
Lose/Lose
Blaming or Accusatory
Negative Attitude -
Cynical
Talking Down to Others
Verbally Abusive
(Shaming)
Any Type of Bias

Professionally Harmful!

Professionally Mature Responses

At Times it is a Second Response
Thoughtful with Good Intent
Analytical with Perspective
Adult Response with Balance
Decisions through Win/Win Filter
Collaborative Problem Solving
Positive - Inspiring Motivation
Speaking as Equals
Respecting the Human Dignity
Equality in Treatment

Professionally Helpful

A manager who responds in a professionally mature way holds the respect of those who follow. This manager acts with great care for the intended results and for the people he/she serves to achieve those results.

***Source: Joan Carr-Voigt**

International Leadership Center for Professional Excellence

5203 Nahant St. Bethesda, MD 20816

Phone: (301)263-9592 E-Mail: Joan@ilcpe.com



Discuss Your Experiences

In pairs, discuss with your partner a time you were dealt with in a reactive manner. Look at the left column of the model (the Reactive column) and identify which descriptor the other person used. Discuss what you thought of their professionalism. What is this model asking of you as a manager?

The Four Agreements*

Overview

Thousands of years ago, the Toltec were known throughout southern Mexico as “women and men of knowledge.”

The Toltec were scientists and artists who formed a society to explore and conserve the knowledge and practices of their ancestry. Don Miguel Ruiz, the author of *The Four Agreements*, was inspired to share with us the powerful teachings of the Toltec. We have seen this support the work of managers in many public and private organizations.

The Four Agreements are:

1. Be impeccable _____

2. Don't take anything _____

3. Don't make _____

4. Always _____

*Source: *The Four Agreements: A Practical Guide to Personal Freedom* by Don Miguel Ruiz.

The First Agreement: Be Impeccable With Your Word

- This is the most difficult agreement to honor in practice.
- Your word is a _____. It is the power you have to express yourself and communicate, to think and thereby, to create the events in your life.
- The word is the most powerful _____ you have as a human.
- You create your own reality with the power of the words you speak.
- Self-rejection is the most damaging thing we can do against ourselves with our own words.
- Being impeccable with your word is the correct use of your energy because you are using your words to create trust and respect for yourself and others.



The First Agreement: Your Experience

Think of a time when a manager you know spoke with integrity or honesty. We have spoken of honesty with grace, being able to say difficult or challenging things that have helped to change the workplace, their community or their society. How did the manager's words impact your own behavior as a manager?

The First Agreement: Be Impeccable With Your Word

- Misuse of the word is to curse, to blame, to find guilt and to destroy.
- The word can be used to spread our personal poison, to express anger, jealousy, envy, and hate.
- We can plan revenge and create chaos with the word.
- Whenever we hear an opinion, we can make an agreement and make it a part of our belief system, in this way the word can hypnotize our thinking.
- Gossiping has become a main form of communication in human society. An analogy of gossip is that it can be compared to a computer virus. A computer virus is written in the same language but with a harmful intent. After this virus has been introduced, your own computer does not work quite right.
- Your opinion comes from your beliefs, your words, your ego and your story.
- If you want to be a strong leader, be impeccable with your word.



Reflection and “To Do”

Which aspects about this agreement impact you the most? Which practices would be most important for you to apply--your “To Do’s”—to enhance your professional legacy?

The Second Agreement: Don't Take Anything Personally

If you take things personally, you:

- Agree with whatever was said;
- Make the assumption that what was said is about “you”;
- Make something big out of small statements, events, circumstances that are not necessarily about you. They become about you through your decision to take things personally;
- Take in another person's emotional garbage and then it becomes yours;
- Allow what some else is saying or doing to hit one of your own wounds because you have been thinking it yourself either consciously or below the level of conscious thought.
- Demonstrate that others have control over your feelings and your life.



The Second Agreement: Your Experience

Think of time when a manager was attacked and responded with poise, confidence, and grace. What was the situation? What was the outcome?

The Second Agreement: Don't Take Anything Personally

If you do not take things personally, you:

- Live and work without fear of others;
- Are respectful of yourself and of others because you are at peace with your life;
- Live and work with contentment and you see each day optimistically and you have more compassion and empathy for others.
- Avoid so many upsets, anxiety, fear and mental and emotional turmoil;
- Do not experience anger, jealousy, envy, and upset because they begin to fall away;
- Avoid many mental traps that keep you suffering;
- Won't need to place so much trust and importance on what others do or say; and
- You can be a part of this world with your mind completely open and you won't be hurt.



Reflection and "To Do"

Which aspects about this agreement impact you the most? Which practices would be most important for you to apply--your "To Do's"—to enhance your professional legacy?

The Third Agreement: Don't Make Assumptions

The problem in leadership with making assumptions is:

- We believe they are the truth;
- We don't know 100% of what others are doing or thinking;
- We can blame others, create misunderstandings, and create dramas for nothing;
- All sadness and drama you have lived in your life was rooted in making assumptions and taking them personally;
- You can create negative fantasies or positive fantasies and hold onto them tenaciously and both may not be real;
- It can become an unhealthy habit of thinking we know the truth when we may not.



The Third Agreement: Your Experience

Think of a time when you or a manager made an assumption that turned out to be incorrect. What was the outcome? What further action did you or the manager take, if any?

The Third Agreement: Don't Make Assumptions

By not making assumptions, you can:

- Make your communications clear;
- Communicate cleanly and clearly, free of emotional poison;
- Communicate clearly what you want and listen to the needs of others;
- Your word can be used for supporting, cooperating, problem solving, and respecting the needs and concerns of others;
- Be a master of your intention which can hold your mastery of goal accomplishment, respect, gratitude and professional freedom;
- Role model for others clear communications and help them to express their ideas in high risk situations; and
- You can set aside problem thinking and replace it with problem solving.



Reflection and "To Do"

Which aspects about this agreement impact you the most? Which practices would be most important for you to apply—your "To Do's"—to enhance your professional legacy?

The Fourth Agreement: Always Do Your Best

- Under any circumstances, always do your best, no more, no less.
- Your best comes from your understanding of what you can do and what you can be given the current circumstances within the NPS.
- Your best is never going to be the same from moment to moment.
- We are growing and changing all the time, our learning changes as we grow in management.
- In your everyday moods and shifts, your best can change.
- If you try too hard to do more than your best, you will spend more energy than is necessary and in the end your best will not be enough.
- By doing your best, you will work and live intensely. You will be productive. It is your small actions that will make the big difference as your confidence grows.
- People who work only for pay can suffer in their work and in the actions because they are not fully present to the mission of their work.
- .Doing your best, you learn to accept yourself. You learn to be aware and learn from your mistakes and you will continually grow in achievements.
- If you take action because you have to, then there is no way to do your best. Your heart is not in it and others around you recognize that.
- Action is about working and living fully. Inaction is a way we deny life to ourselves.
- The first three agreements will only work if you do your best.
- By doing your best, the habits of misusing your word, taking things personally and making assumptions will become weaker and less frequent with time.
- Doing your best means keeping your attention on today. You experience your life and your happiness in the present.



Reflection and “To Do”

Which aspects about this agreement impact you the most? Which practices would be most important for you to apply—your “To Do’s”—to enhance your professional legacy?

The Four Agreements: Key Learning Points

1. Go over each point and place a star next to those phrases that particularly speak to your experience as a manager.
2. Discuss with a partner why you have chosen those specific phrases.
3. Identify together your strengths and areas for growth.
4. Identify specific instances where these four agreements will help you in your management from this point forward.
5. Identify any other significant learning points.

Source: Don Miguel Ruiz, author, *The Four Agreements*.

Projection: The Leadership Tool for the New Millennium

These next exercises are a part of a tool we call “Projection: The Leadership Tool for the New Millennium.” This tool can help to prevent conflicts from arising, help guide decision-making toward staff, and help mend broken relations. Think of a person you have been upset with or in conflict with.



Answer the following:

1. What would you like the other person to do *more of*?

2. What would you like the other person to do *less of*?

Projection: The Leadership Tool for the New Millennium



Think of someone you do not like. Write that person's name below, followed by all of the qualities, characteristics, and behaviors you dislike. Be thorough!

_____ is:

Now, think of someone you truly admire. Write that person's name below, followed by all of the qualities, characteristics, and behaviors you admire. Be thorough!

_____ is:

- Projection is one of the most important learnings for international leadership.
- It is a _____ mechanism that is very subtle, and without knowledge of it, it can destroy our most important relationships.
- It is **the** major contributor toward separation from others, and **the** _____.
- Each of us has sides of our own personalities that we may not like. We try to hide those sides of ourselves in most social interactions.
- Often, those very sides of ourselves that we do not like or try to hide, we can become very upset with when others engage in those same behaviors.
- People who "push our buttons" are showing us a side of ourselves we would like to forget.
- Managing our own projections is key to managing our relationships in a healthy way.
- Leaders **must** be aware of their own mistakes on their learning curve of life. This allows them to be understanding when others make mistakes.
- Without the knowledge of projection, leaders can very easily hold damaging biases against others who show them **a side of themselves they dislike**.



Time for Reflection

1. Ask yourself each time you are upset, "What is this person doing that I have done also in my life?"
2. Write down a full list of all of the attributes that upset you. Reflect on them to see if you have acted in the same way, or can relate in some way.

Concluding Thoughts:

- Why is it so important to be fully aware of the concept of projection for leadership?

- What types of difficulties can arise if leaders are unaware of this and project onto others?

- Have you seen any specific examples of projection from your recent past?

*Source: Joan Carr-Voigt
International Leadership Center for Professional Excellence
5203 Nahant St. Bethesda, MD 20816
Phone: (301) 263-9592 E-Mail: Joan@ilcpe.com

The Magnifying Mind*

Magnification can:

- Blow things up
- Create disaster thinking
- Make a big deal out of small events
- Zoom in on the negative
- Can create cynical, problem focus
- Escalate problems with others
- Allow our projections to destroy potentially good relationships

Steps to refocusing the mind:

1. Realize *there is some good in the worst of us and there is some bad in the best of us*. Where I place my energy, interest and focus, my mind will produce evidence.
2. Recognize when our negative focus has become habitual. Ask self, “Am I overly focused on negative aspects vs. assets and potential?”
3. Repetition builds mastery over every mental habit. It requires balance in perspective. Fear of our own projections can separate us from people.
4. Actively refocus on assets and strengths, how to help and serve, and how to heal the relationships. By refocusing, we can create balance in our perspective in order to find appropriate solutions together. Acknowledge our own mistakes and how we would want others to deal with us.
5. Build the awareness that as we focus on mending our own perceptions, the healing of our relationships will increase.

In what ways have you seen magnification take place in your workplace?

What was the result?

*Source: Joan Carr-Voigt

International Leadership Center for Professional Excellence

5203 Nahant St. Bethesda, MD 20816

Phone: (301) 263-9592 E-Mail: Joan@ilcpe.com

Worksite Assignment:

Over the course of the next month, please consider how you actually apply the learning points from this program.

1. Give a specific example of your use of the Model of Professional Maturity.
2. Give a specific example of your use of Projection and how you apply the learning to your management.
3. Give a specific example of your use of one of The Four Agreements in your management.

***Source: Joan Carr-Voigt, International Leadership Center for Professional Excellence, Bethesda, Maryland**

Joan Carr-Voigt, M.Sc.

Joan Carr-Voigt is President of the International Leadership Center for Professional Excellence, a training organization located in Bethesda, Maryland. For over 20 years, she has taught courses on professionalism in the workplace, interpersonal communications, conflict mediation, working well in a diverse community, and public speaking. Author of *The 45 Day Stress Management Program*, she has also produced numerous training seminars tailor-made to organizational needs.

She has conducted seminars for national and international organizations such as the World Bank, The Inter-American Development Bank, The Export-Import Bank, The White House Communications Agency, The U.S. Treasury, and The American Society of Association Executives. Schools and universities including: The Henson Valley Montessori School, The Woods Academy, The Sidwell Friends School, The Green Acres School, American University, and Georgetown University.

She was awarded The Albert Schweitzer Humanitarian Award in 1999 by International Toastmasters, Brinker Club and numerous awards as *Best Speaker* during speaking competitions.

Her Masters Degree is from George Washington University in Human Resources Studies, 1978 and her Bachelors is from the University of Maryland in Psychology and Sociology, 1976.

Don Wollenhaupt

Chief of Interpretation and Education, Southeast Region – National Park Service

404-562-3110 ext. 668

don_wollenhaupt@nps.gov

Education:

BS in Education

University of Nebraska

Area of Management:

NPS Interpretation and Education – Southeast Region

Amtrak/NPS Partnership Trails & Rails Program – Servicewide Program

Underground Railroad Network to Freedom Program – Southeast Region

Don is a Supervisory Park Ranger for the National Park Service, serving with the park service for 27 years. He is originally from the state of Iowa and attended the University of Nebraska in Omaha, NE and has a BS Degree in Education.

Don began his career in 1975 as a Park Ranger for the Iowa Department of Natural Resources at Lake Anita State Park in Southwest Iowa. He has worked in seven units of the national park system beginning in 1978. These parks include Shenandoah National Park in Virginia, Jefferson National Expansion Memorial in St. Louis, Missouri, Badlands National Park in South Dakota, De Soto National Memorial in Florida, Fort Scott National Historic Site in Kansas, Effigy Mounds National Monument in Iowa, and Chickasaw National Recreation Area in Oklahoma.

Disciplines Don has covered in his career include: Interpretation, Education, Fee Collection, Resources Management, (both natural and cultural), Law Enforcement, and Public Information Officer.

Don is currently serving the National Park Service as the Southeast Region Chief of Interpretation and Education in the Southeast Regional Office in Atlanta, Ga. This position entails serving as oversight and advocacy for Interpretation and Education for 67 national park units in nine southeastern states and the Caribbean. Don has led the interpretive program for the Southeast since 1999 and was instrumental in creating and writing the Southeast Region's long term 5 – 10 year strategy "A Move to Solid Ground".

Don has received the Harry Yount Award which is a distinguished award as for outstanding park ranger in the National Park Service (1993), the Freedom Star Award for management of the Underground Railroad Network to Freedom Program for the service (2001) and a citation from the Oklahoma State Legislature for his work in education for Oklahoma units of the National Park System and Oklahoma State Parks (1999).

Don is married to Dr. Kim Wollenhaupt who works as a physician at Fayetteville Family Medical Clinic in Fayetteville, Ga. Kim and Don have two children, Andrew and Sofia and reside in Peachtree City, Ga. Don is an avid long distance runner, having run in 21 marathons and many 5k, 10k, and half marathon races. His personal best time in the marathon is a nice 2 hours and 42 minutes which he recorded at the Drake Relays Marathon in Des Moines. He also enjoys collecting baseball and hockey memorabilia, particularly bobble heads and old time pennants. He is also the Intercessory Prayer Leader for his local church Grace Evangelical Church in Fayetteville, GA.